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# Strategic Plan

**Integrity**

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DEPOSITORY DOCUMENT

Serving  
Missouri  
through...

**Safety**

**Excellence**



Missouri Department  
of Transportation

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## **Vision**

Connect the world to Missourians with first-class roads, rails, rivers and airways.

## **Mission**

Preserve and improve Missouri's transportation system to enhance safety and encourage prosperity.

## **Values**

### **Serving Missouri through:**

**Integrity** – We will be honest and sincere in all activities.

**Safety** – We will create a safe environment for both the traveling public and our employees.

**Excellence** - We will provide the best possible value in our products and services.

## **Strategic Issues**

*Internal or external challenges to the organization's mission, direction, policies, way of doing business or culture*

- Safety – Clif Jett, Director of Operations
- Transportation System Investment – Clif Jett, Director of Operations
- Delivery of the Statewide Transportation Improvement Program (STIP) – Dave Nichols, Director of Project Development
- Planning – Kevin Keith, Director of Planning
- Communication – Sue Cox, Public Affairs Director
- Management of Resources – Pat Goff, Chief Financial Officer
- Effective Workforce – Dave DeWitt, Director of Administrative Services



**ISSUE SAFETY**

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STATEMENT	Make safety a priority in what MoDOT does and how MoDOT does it
<b>GOAL 1</b> <i>In what direction does the agency want to be headed?</i>	<ul style="list-style-type: none"> <li>▪ Provide a safe and healthy workplace</li> </ul>
<b>DESIRED OUTCOME</b> <i>What is to be achieved that would benefit the public?</i>	<ul style="list-style-type: none"> <li>▪ Decreased accidents by safe work practices</li> </ul>
<b>OUTCOME MEASURES</b> <i>How will success be measured?</i>	<ul style="list-style-type: none"> <li>▪ OSHA rate of lost time accidents per 200,000 man hours</li> <li>▪ OSHA rate of medical claim accidents per 200,000 man hours</li> </ul>
<b>STRATEGIES</b> <i>How will the goal be accomplished?</i>	<ul style="list-style-type: none"> <li>▪ Develop and implement a comprehensive safety plan</li> <li>▪ Encourage safe work practices</li> <li>▪ Establish safety review processes for all products and practices</li> <li>▪ Incorporate safety into daily work and performance plans</li> <li>▪ Implement appropriate security measures at facilities</li> <li>▪ Minimize hazards at facilities</li> <li>▪ Improve wellness program</li> </ul>

**ISSUE SAFETY**

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<b>STATEMENT</b>	<b>Make safety a priority in what MoDOT does and how MoDOT does it</b>
<b>GOAL 2</b> <i>In what direction does the agency want to be headed?</i>	<ul style="list-style-type: none"> <li>▪ Provide a safe transportation system for all modes</li> </ul>
<b>DESIRED OUTCOME</b> <i>What is to be achieved that would benefit the public?</i>	<ul style="list-style-type: none"> <li>▪ Increased safety in all transportation modes</li> </ul>
<b>OUTCOME MEASURES</b> <i>How will success be measured?</i>	<ul style="list-style-type: none"> <li>▪ Number, rate and severity of crashes by functional class</li> <li>▪ Number of safety improvements implemented as a result of safety programs</li> </ul>
<b>STRATEGIES</b> <i>How will the goal be accomplished?</i>	<ul style="list-style-type: none"> <li>▪ Create partnerships with other groups and agencies that affect transportation safety</li> <li>▪ Develop a road safety audit process and implement effective safety improvements on highway rehabilitation or reconstruction projects</li> <li>▪ Increase awareness of MoDOT's role in safety for total transportation</li> <li>▪ Enhance work zone safety</li> </ul>

**ISSUE                      TRANSPORTATION SYSTEM INVESTMENTS**

<b>STATEMENT</b>	<b>Operate, maintain, rehabilitate, reconstruct, and expand Missouri's transportation investments</b>
<b>GOAL 1</b> <i>In what direction does the agency want to be headed?</i>	<ul style="list-style-type: none"> <li>▪ Improve the operation and management of Missouri's highway system</li> </ul>
<b>DESIRED OUTCOME</b> <i>What is to be achieved that would benefit the public?</i>	<ul style="list-style-type: none"> <li>▪ Highway system operation is improved</li> </ul>
<b>OUTCOME MEASURES</b> <i>How will success be measured?</i>	<ul style="list-style-type: none"> <li>▪ Percent of rest areas that pass inspection</li> <li>▪ Percent of right of way mowed according to policy</li> <li>▪ Number of complaints regarding motorist delay</li> <li>▪ Level of service</li> </ul>
<b>STRATEGIES</b> <i>How will the goal be accomplished?</i>	<ul style="list-style-type: none"> <li>▪ Develop a comprehensive plan to operate and manage the state's highway system</li> <li>▪ Upgrade safety features such as guardrail ends, median cable, temporary signals, and expand Raised Pavement Marker program</li> <li>▪ Continue implementation of Gateway Guide and Kansas City SCOUT, but modify as necessary to be consistent with the plan.</li> <li>▪ Plan work-zone activities to reduce motorist delay</li> <li>▪ Develop plan to solve rest area needs</li> </ul>

## ISSUE **TRANSPORTATION SYSTEM INVESTMENTS**

STATEMENT	Operate, maintain, rehabilitate, reconstruct, and expand Missouri's transportation investments
<b>GOAL 2</b> <i>In what direction does the agency want to be headed?</i>	<ul style="list-style-type: none"> <li>▪ Maintain the highway system to identified standards</li> </ul>
<b>DESIRED OUTCOME</b> <i>What is to be achieved that would benefit the public?</i>	<ul style="list-style-type: none"> <li>▪ Highway system is maintained consistently in accordance with public expectation</li> </ul>
<b>OUTCOME MEASURES</b> <i>How will success be measured?</i>	<ul style="list-style-type: none"> <li>▪ Percent of system that meets standards</li> <li>▪ Percent of striping that meets reflectivity standards</li> <li>▪ Percent of signs that meet reflectivity standards</li> </ul>
<b>STRATEGIES</b> <i>How will the goal be accomplished?</i>	<ul style="list-style-type: none"> <li>▪ Develop standards for maintenance activities</li> <li>▪ Evaluate the effectiveness and efficiency of maintenance activities</li> <li>▪ Begin implementation of Maintenance Vision 2000</li> <li>▪ Schedule all activities to increase efficiency and reduce customer delays by considering such things as working at night, working 24 hours a day, closing the road, performing multiple activities while road or lane is closed, sequencing work properly</li> <li>▪ Increase focus on enhancing the total driving experience</li> </ul>



**ISSUE** **TRANSPORTATION SYSTEM INVESTMENTS**

STATEMENT	Operate, maintain, rehabilitate, reconstruct, and expand Missouri's transportation investments
<b>GOAL 3</b> <i>In what direction does the agency want to be headed?</i>	<ul style="list-style-type: none"> <li>▪ Reduce the rate of deterioration of the roadways and bridges under MoDOT's jurisdiction</li> </ul>
<b>DESIRED OUTCOME</b> <i>What is to be achieved that would benefit the public?</i>	<ul style="list-style-type: none"> <li>▪ Condition of the system is maintained at its current level or improved</li> </ul>
<b>OUTCOME MEASURES</b> <i>How will success be measured?</i>	<ul style="list-style-type: none"> <li>▪ Percent of pavement in each condition rating category</li> <li>▪ Percent of bridges in each condition rating category</li> </ul>
<b>STRATEGIES</b> <i>How will the goal be accomplished?</i>	<ul style="list-style-type: none"> <li>▪ Increase percentage of funds allocated for bridge and pavement rehabilitation and reconstruction</li> <li>▪ Finalize development and fully utilize the pavement and bridge management system in FY 2001</li> <li>▪ Develop and emphasize a preventive maintenance strategy</li> <li>▪ Establish goals and timeframes for the percentage of roads and bridges to meet condition standards identified in the Long-Range Transportation Plan (LRTP)</li> </ul>



**ISSUE                                      TRANSPORTATION SYSTEM INVESTMENTS**

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<b>STATEMENT</b>	<b>Operate, maintain, rehabilitate, reconstruct, and expand Missouri's transportation investments</b>
<b>GOAL 4</b> <i>In what direction does the agency want to be headed?</i>	<ul style="list-style-type: none"> <li>▪ Expand the total transportation system to improve the movement of people and goods</li> </ul>
<b>DESIRED OUTCOME</b> <i>What is to be achieved that would benefit the public?</i>	<ul style="list-style-type: none"> <li>▪ Movement of people and goods is improved</li> </ul>
<b>OUTCOME MEASURES</b> <i>How will success be measured?</i>	<ul style="list-style-type: none"> <li>▪ Number of intermodal connectors</li> <li>▪ Number of tons of freight moved by mode</li> <li>▪ Number of people moved by mode</li> <li>▪ Number of multi occupancy vehicles</li> </ul>
<b>STRATEGIES</b> <i>How will the goal be accomplished?</i>	<ul style="list-style-type: none"> <li>▪ Partner with various organizations to improve transportation services that support economic development opportunities</li> <li>▪ Increase the use of innovative financing</li> <li>▪ Prioritize existing projects and system expansion needs by December 2000 in accordance with the Long-Range Transportation Plan</li> <li>▪ Improve the connections between transportation modes</li> </ul>

**ISSUE** **TRANSPORTATION SYSTEM INVESTMENTS**

<b>STATEMENT</b>	<b>Operate, maintain, rehabilitate, reconstruct, and expand Missouri's transportation investments</b>
<b>GOAL 5</b> <i>In what direction does the agency want to be headed?</i>	<ul style="list-style-type: none"> <li>▪ Develop, enhance and administer aviation, rail, transit, bike/pedestrian and waterways programs</li> </ul>
<b>DESIRED OUTCOME</b> <i>What is to be achieved that would benefit the public?</i>	<ul style="list-style-type: none"> <li>▪ Movement of people and goods is improved</li> </ul>
<b>OUTCOME MEASURES</b> <i>How will success be measured?</i>	<ul style="list-style-type: none"> <li>▪ Number of intermodal connectors</li> <li>▪ Number of tons of freight moved by mode</li> <li>▪ Number of people moved by mode</li> <li>▪ Number of multi occupancy vehicles</li> </ul>
<b>STRATEGIES</b> <i>How will the goal be accomplished?</i>	<ul style="list-style-type: none"> <li>▪ Increase awareness and support of multimodal programs and resources</li> <li>▪ Identify how functional units within MoDOT can support multimodal operations</li> <li>▪ Inform the public about the benefits and alternatives offered by non-highway modes of transportation</li> <li>▪ Clarify MoDOT's role with incident management and emergency response</li> </ul>

**ISSUE** **DELIVERY OF THE STIP**

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<b>STATEMENT</b>	<b>Honor Missouri Highways and Transportation Commission's (MHTC) commitment to deliver the Statewide Transportation Improvement Program (STIP)</b>
<b>GOAL 1</b> <i>In what direction does the agency want to be headed?</i>	<ul style="list-style-type: none"> <li>▪ Projects are completed on time and within budget and work to deliver the STIP within budget</li> </ul>
<b>DESIRED OUTCOME</b> <i>What is to be achieved that would benefit the public?</i>	<ul style="list-style-type: none"> <li>▪ Increased number of commitments are met</li> </ul>
<b>OUTCOME MEASURES</b> <i>How will success be measured?</i>	<ul style="list-style-type: none"> <li>▪ Percent of STIP projects awarded on time</li> <li>▪ Percent of STIP projects awarded within budget</li> <li>▪ Percent of STIP projects finalized within budget</li> <li>▪ Ratio of Project Development resources compared to the number of projects in the STIP</li> </ul>
<b>STRATEGIES</b> <i>How will the goal be accomplished?</i>	<ul style="list-style-type: none"> <li>▪ Fully explain commitments to MoDOT's staff</li> <li>▪ Establish by September 1, 2000, performance measures for delivery of projects and the STIP</li> <li>▪ Hold managers at all levels accountable for delivering the projects on time and within budget</li> <li>▪ Identify scope and estimate of projects before placing on the STIP</li> <li>▪ Manage scope and estimate of projects after placing on the STIP</li> <li>▪ Consider Value Engineering early on all projects</li> <li>▪ Manage the STIP to stay within budget</li> <li>▪ Immediately increase projects ready for letting to allow for an extra \$500 million in FY 2002 and 2003</li> </ul>

**ISSUE** **DELIVERY OF THE STIP**

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<b>STATEMENT</b>	<b>Honor Missouri Highways and Transportation Commission's (MHTC) commitment to deliver the Statewide Transportation Improvement Program (STIP)</b>
<b>GOAL 2</b> <i>In what direction does the agency want to be headed?</i>	<ul style="list-style-type: none"> <li>▪ A project delivery process that is faster and capable of handling a larger program is developed and implemented</li> </ul>
<b>DESIRED OUTCOME</b> <i>What is to be achieved that would benefit the public?</i>	<ul style="list-style-type: none"> <li>▪ Transportation improvements are delivered faster</li> </ul>
<b>OUTCOME MEASURES</b> <i>How will success be measured?</i>	<ul style="list-style-type: none"> <li>▪ Total number of projects awarded each year</li> <li>▪ Dollar amount of projects awarded each year</li> </ul>
<b>STRATEGIES</b> <i>How will the goal be accomplished?</i>	<ul style="list-style-type: none"> <li>▪ Establish by August 1, 2000, specific time table to accomplish this goal</li> <li>▪ Evaluate the project delivery Breakthrough Team recommendations</li> <li>▪ Develop and implement a project monitoring process</li> <li>▪ Seek passage of legislation to enhance opportunities to accelerate project delivery, such as authorizing design-build and eliminating the 10-mile rule</li> </ul>



**ISSUE** **DELIVERY OF THE STIP**

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<b>STATEMENT</b>	<b>Honor Missouri Highways and Transportation Commission's (MHTC) commitment to deliver the Statewide Transportation Improvement Program (STIP)</b>
<b>GOAL 3</b> <i>In what direction does the agency want to be headed?</i>	<ul style="list-style-type: none"> <li>▪ The contract and timing of the award is structured to facilitate the earliest completion and least disruption to the public</li> </ul>
<b>DESIRED OUTCOME</b> <i>What is to be achieved that would benefit the public?</i>	<ul style="list-style-type: none"> <li>▪ Decreased disruption to the public</li> <li>▪ Decreased accidents in work zones</li> </ul>
<b>OUTCOME MEASURES</b> <i>How will success be measured?</i>	<ul style="list-style-type: none"> <li>▪ Percent of contractor performance reviews that demonstrate diligent prosecution (as defined in contractor performance rating system) of the work</li> <li>▪ Rate of accidents in work zones on each functional classification system (i.e., NHS, collector)</li> </ul>
<b>STRATEGIES</b> <i>How will the goal be accomplished?</i>	<ul style="list-style-type: none"> <li>▪ Shorten the time allowed to complete a project</li> <li>▪ Reduce traffic backups in work zones</li> <li>▪ Distribute project awards strategically throughout the year</li> </ul>



**ISSUE** **PLANNING**

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<b>STATEMENT</b>	<b>Improve the use and integration of organizational and transportation planning in order to provide direction for MoDOT and Missouri's total transportation system</b>
<b>GOAL 1</b> <i>In what direction does the agency want to be headed?</i>	<ul style="list-style-type: none"> <li>Improve organizational effectiveness by making planning of all MoDOT activities a part of the agency's culture</li> </ul>
<b>DESIRED OUTCOME</b> <i>What is to be achieved that would benefit the public?</i>	<ul style="list-style-type: none"> <li>Increased coordination to maximize use of resources</li> </ul>
<b>OUTCOME MEASURES</b> <i>How will success be measured?</i>	<ul style="list-style-type: none"> <li>Number of examples of coordinated efforts that maximized resources</li> <li>Number of person hours made available through coordination</li> <li>Number of dollars made available through coordination</li> </ul>
<b>STRATEGIES</b> <i>How will the goal be accomplished?</i>	<ul style="list-style-type: none"> <li>Director's Management Team (DMT) defines expectations for and content of a work plan by August 1, 2000</li> <li>Each organizational unit prepares work plan</li> <li>Provide quarterly progress reports on organizational unit work plans</li> <li>Incorporate planning as a component of supervisory training</li> </ul>

**ISSUE** **PLANNING**

<b>STATEMENT</b>	<b>Improve the use and integration of organizational and transportation planning in order to provide direction for MoDOT and Missouri's total transportation system</b>
<b>GOAL 2</b> <i>In what direction does the agency want to be headed?</i>	<ul style="list-style-type: none"> <li>Complete implementation of the transportation planning process</li> </ul>
<b>DESIRED OUTCOME</b> <i>What is to be achieved that would benefit the public?</i>	<ul style="list-style-type: none"> <li>Transportation projects are implemented based on criteria established in the long-range transportation plan</li> <li>Increased awareness of MoDOT's transportation planning process</li> <li>Improved transportation system</li> </ul>
<b>OUTCOME MEASURES</b> <i>How will success be measured?</i>	<ul style="list-style-type: none"> <li>Percent of projects implemented based on criteria in the long-range transportation plan</li> <li>Percent of surveyed stakeholders who understand MoDOT's planning process</li> <li>Percent of surveyed public who understand MoDOT's planning process</li> <li>Percent of surveyed stakeholders and public who think Missouri's transportation system is improving</li> <li>Percent of the transportation system which meets the standards in the long-range transportation plan</li> </ul>
<b>STRATEGIES</b> <i>How will the goal be accomplished?</i>	<ul style="list-style-type: none"> <li>Revise FY 2001 in the current STIP</li> <li>Finalize the LRTP planning process</li> <li>Utilize the LRTP planning process to develop the FY 2002-2006 STIP</li> <li>Develop a strategy for incorporating bond-financed alternatives in the STIP</li> </ul>

**ISSUE** **PLANNING**

<b>STATEMENT</b>	<b>Improve the use and integration of organizational and transportation planning in order to provide direction for MoDOT and Missouri's total transportation system</b>
<b>GOAL 3</b> <i>In what direction does the agency want to be headed?</i>	<ul style="list-style-type: none"> <li>▪ Link the strategic plan, business plan, work plan, LRTP, STIP, budget and performance plans</li> </ul>
<b>DESIRED OUTCOME</b> <i>What is to be achieved that would benefit the public?</i>	<ul style="list-style-type: none"> <li>▪ Increased employee awareness of MoDOT's priorities</li> <li>▪ MoDOT's priorities are identified and match the budget</li> </ul>
<b>OUTCOME MEASURES</b> <i>How will success be measured?</i>	<ul style="list-style-type: none"> <li>▪ Percent of surveyed MoDOT employees who can specify MoDOT's priorities</li> <li>▪ Percent of performance plans linked to the business plan</li> <li>▪ Percent of budget linked to the business plan</li> </ul>
<b>STRATEGIES</b> <i>How will the goal be accomplished?</i>	<ul style="list-style-type: none"> <li>▪ Prepare a master schedule for strategic plan, business plan, work plan, LRTP, STIP, budget and performance plans by August 1, 2000, that meets internal and external requirements</li> <li>▪ Determine points of interfaces and establish responsibilities for related activities</li> <li>▪ Identify key performance indicators to measure progress</li> <li>▪ Utilize existing tracking systems where appropriate and augment where necessary</li> <li>▪ Monitor the key performance indicators</li> </ul>



**ISSUE** **COMMUNICATON**

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STATEMENT	Utilize communication to support MoDOT's efforts to accomplish its goals
<b>GOAL 1</b> <i>In what direction does the agency want to be headed?</i>	<ul style="list-style-type: none"> <li>▪ Increase public awareness of Missouri's transportation system investments</li> </ul>
<b>DESIRED OUTCOME</b> <i>What is to be achieved that would benefit the public?</i>	<ul style="list-style-type: none"> <li>▪ Public understands what we do, how we do it and why we do it</li> <li>▪ Public uses complete and accurate information on which to base their opinion</li> <li>▪ Citizens are given an opportunity and encouraged to provide input on processes</li> </ul>
<b>OUTCOME MEASURES</b> <i>How will success be measured?</i>	<ul style="list-style-type: none"> <li>▪ Number of processes and practices reviewed as a result of public input</li> <li>▪ Numeric results from questionnaires/surveys</li> <li>▪ Number of positive and negative contacts/comments</li> </ul>
<b>STRATEGIES</b> <i>How will the goal be accomplished?</i>	<ul style="list-style-type: none"> <li>▪ Review and evaluate communication tools, processes and practices and make improvements</li> <li>▪ Establish proactive approach to enhance media relationships</li> <li>▪ Cultivate relationships with appropriate stakeholders (elected, business and community leaders)</li> <li>▪ Inform the public of Missouri's transportation needs and MoDOT's efforts and ability to meet them</li> </ul>

**ISSUE** **COMMUNICATION**

<b>STATEMENT</b>	<b>Utilize communication to support MoDOT's efforts to accomplish its goals</b>
<b>GOAL 2</b> <i>In what direction does the agency want to be headed?</i>	<ul style="list-style-type: none"> <li>▪ Increase employee understanding of MoDOT issues of importance to the organization and/or to the employees</li> </ul>
<b>DESIRED OUTCOME</b> <i>What is to be achieved that would benefit the public?</i>	<ul style="list-style-type: none"> <li>▪ Employees understand what we do, how we do it and why we do it</li> <li>▪ Informed employees serve as ambassadors for the department</li> <li>▪ Managers and supervisors recognize their individual roles regarding communication within the organization</li> <li>▪ Employees are given an opportunity and encouraged to provide input on MoDOT issues and processes</li> </ul>
<b>OUTCOME MEASURES</b> <i>How will success be measured?</i>	<ul style="list-style-type: none"> <li>▪ Numeric results from questionnaires/surveys</li> <li>▪ Analysis of employee feedback</li> <li>▪ Number of processes and practices reviewed as a result of employee input</li> </ul>
<b>STRATEGIES</b> <i>How will the goal be accomplished?</i>	<ul style="list-style-type: none"> <li>▪ Review and evaluate communication tools, processes and practices and make improvements</li> <li>▪ Improve efforts to inform employees of Missouri's transportation needs and MoDOT's efforts and ability to meet them</li> <li>▪ Hold managers and supervisors accountable for consistent, accurate communication regarding organizational or employee issues</li> <li>▪ Review all existing policies and incorporate guidance letters where appropriate and eliminate unnecessary policies</li> </ul>



**ISSUE** **COMMUNICATION**

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<b>STATEMENT</b>	<b>Utilize communication to support MoDOT's efforts to accomplish its goals</b>
<b>GOAL 3</b> <i>In what direction does the agency want to be headed?</i>	<ul style="list-style-type: none"> <li>▪ Increase MoDOT's understanding of customer needs and expectations</li> </ul>
<b>DESIRED OUTCOME</b> <i>What is to be achieved that would benefit the public?</i>	<ul style="list-style-type: none"> <li>▪ Public input is considered when making business decisions</li> <li>▪ MoDOT effectively addresses the public's transportation interests</li> <li>▪ Citizens are given an opportunity and encouraged to provide input on processes</li> </ul>
<b>OUTCOME MEASURES</b> <i>How will success be measured?</i>	<ul style="list-style-type: none"> <li>▪ Numeric results from questionnaires/surveys</li> <li>▪ Number of processes and practices reviewed as a result of public input</li> </ul>
<b>STRATEGIES</b> <i>How will the goal be accomplished?</i>	<ul style="list-style-type: none"> <li>▪ Develop and implement a more responsive customer service process</li> <li>▪ Continue and improve surveying efforts</li> <li>▪ Proactively involve customers in MoDOT's business</li> </ul>

## ISSUE

## MANAGEMENT OF RESOURCES

STATEMENT	Manage MoDOT's resources to fund transportation priorities
<b>GOAL 1</b> <i>In what direction does the agency want to be headed?</i>	<ul style="list-style-type: none"> <li>▪ Increase MoDOT's ability to fund current transportation priorities while providing adequate flexibility to address emerging needs</li> </ul>
<b>DESIRED OUTCOME</b> <i>What is to be achieved that would benefit the public?</i>	<ul style="list-style-type: none"> <li>▪ Adequate tools are provided</li> <li>▪ Workforce is educated on the appropriate use of tools</li> <li>▪ Sound business decisions are made to meet emerging needs</li> <li>▪ Effective planning identifies public need in timely manner</li> <li>▪ Funding flexibility is established</li> </ul>
<b>OUTCOME MEASURES</b> <i>How will success be measured?</i>	<ul style="list-style-type: none"> <li>▪ Percentage of existing funds available to meet needs</li> <li>▪ Effective implementation of systems</li> </ul>
<b>STRATEGIES</b> <i>How will the goal be accomplished?</i>	<ul style="list-style-type: none"> <li>▪ Complete Budget Reporting and Analysis Support System (BRASS) implementation</li> <li>▪ Establish an activity-based budget and use to track expenditures and prioritize resource allocations</li> <li>▪ Introduce zero-based budgeting concepts into the budgetary process</li> <li>▪ Expand budget process to include all revenue and expenditures</li> <li>▪ Reconcile the FY 2001 budget to the business plan</li> <li>▪ Institute budget-to-actual expense reporting and hold managers at all levels accountable</li> </ul>

## ISSUE MANAGEMENT OF RESOURCES

STATEMENT	Manage MoDOT's resources to fund transportation priorities
<b>GOAL 2</b> <i>In what direction does the agency want to be headed?</i>	<ul style="list-style-type: none"> <li>Maximize the use of all resources</li> </ul>
<b>DESIRED OUTCOME</b> <i>What is to be achieved that would benefit the public?</i>	<ul style="list-style-type: none"> <li>Met or exceeded transportation system standards for LRTP</li> <li>Met or exceeded system operation standards for LRTP</li> <li>To fund only transportation priorities</li> <li>Enhanced business making decisions</li> <li>Increased positive public perception</li> <li>Increased efficiency</li> </ul>
<b>OUTCOME MEASURES</b> <i>How will success be measured?</i>	<ul style="list-style-type: none"> <li>Percent of people that think positively of MoDOT</li> </ul>
<b>STRATEGIES</b> <i>How will the goal be accomplished?</i>	<ul style="list-style-type: none"> <li>Develop a plan to retain all existing transportation funds</li> <li>Identify fees for existing services and adjust fees to recover their cost where appropriate</li> <li>Identify and investigate for-profit partnership opportunities</li> <li>Work with the Department of Revenue to develop a strategy to minimize fuel-tax evasion</li> <li>Work with Congress to maximize Missouri's federal dollars for transportation</li> <li>Work with state government to ensure transportation gets adequately funded</li> <li>Identify and seek ways to eliminate fraud, waste and abuse of department resources</li> </ul>

## ISSUE MANAGEMENT OF RESOURCES

STATEMENT	Manage MoDOT's resources to fund transportation priorities
<b>GOAL 3</b> <i>In what direction does the agency want to be headed?</i>	<ul style="list-style-type: none"> <li>Identify additional funding sources</li> </ul>
<b>DESIRED OUTCOME</b> <i>What is to be achieved that would benefit the public?</i>	<ul style="list-style-type: none"> <li>Alternative sources of revenue are identified</li> <li>Information on alternative sources of revenue is provided to target audiences</li> <li>Adequate funding for public priorities is secured</li> </ul>
<b>OUTCOME MEASURES</b> <i>How will success be measured?</i>	<ul style="list-style-type: none"> <li>Comparative analysis of existing and potential state and federal revenues</li> </ul>
<b>STRATEGIES</b> <i>How will the goal be accomplished?</i>	<ul style="list-style-type: none"> <li>Determine and assess funding alternatives</li> <li>Work with key officials to identify funding alternatives to pursue</li> <li>Investigate impact fees and prepare an analysis for public distribution</li> <li>Clearly identify the state's transportation needs and new revenue requirements</li> </ul>



## ISSUE **EFFECTIVE WORKFORCE**

STATEMENT	Provide an effective workforce
<b>GOAL 1</b> <i>In what direction does the agency want to be headed?</i>	<ul style="list-style-type: none"> <li>▪ Increase the skills, knowledge and abilities of MoDOT employees</li> </ul>
<b>DESIRED OUTCOME</b> <i>What is to be achieved that would benefit the public?</i>	<ul style="list-style-type: none"> <li>▪ Increased efficiency and productivity in the workforce</li> <li>▪ Multi skilled employees</li> <li>▪ Increased customer satisfaction with MoDOT's products and services</li> </ul>
<b>OUTCOME MEASURES</b> <i>How will success be measured?</i>	<ul style="list-style-type: none"> <li>▪ Decreased number of customer complaints</li> <li>▪ Number of employees that exceed expectations</li> <li>▪ Number of employees that meet expectations</li> <li>▪ Number of employees that need improvement</li> <li>▪ Number of participants in the Employee Development Program</li> </ul>
<b>STRATEGIES</b> <i>How will the goal be accomplished?</i>	<ul style="list-style-type: none"> <li>▪ Implement the proposed Employee Development Program</li> <li>▪ Implement policies, processes and practices that increase effective performance</li> <li>▪ Inform employees of latest information and resources related to their jobs</li> </ul>



**ISSUE** **EFFECTIVE WORKFORCE**

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<b>STATEMENT</b>	<b>Provide an effective workforce</b>
<b>GOAL 2</b> <i>In what direction does the agency want to be headed?</i>	<ul style="list-style-type: none"> <li>▪ Increase diversity in MoDOT's workforce</li> </ul>
<b>DESIRED OUTCOME</b> <i>What is to be achieved that would benefit the public?</i>	<ul style="list-style-type: none"> <li>▪ Decision making which reflects the diversity of our customers</li> <li>▪ Work environment that allows all people in our workforce to contribute to their full potential</li> <li>▪ Our workforce at all levels mirrors the relevant labor force in our community</li> </ul>
<b>OUTCOME MEASURES</b> <i>How will success be measured?</i>	<ul style="list-style-type: none"> <li>▪ Percent of supervisors trained in EEO and diversity</li> <li>▪ Percent of women and minorities at all levels in relation to the relevant workforce</li> </ul>
<b>STRATEGIES</b> <i>How will the goal be accomplished?</i>	<ul style="list-style-type: none"> <li>▪ Continue practicing equal opportunity employment</li> <li>▪ Deliver diversity training</li> <li>▪ Develop new Affirmative Action Plan</li> <li>▪ Recruit, promote and retain a diverse workforce at all levels, including management</li> </ul>

## ISSUE **EFFECTIVE WORKFORCE**

STATEMENT	Provide an effective workforce
<b>GOAL 3</b> <i>In what direction does the agency want to be headed?</i>	<ul style="list-style-type: none"> <li>Employ or contract the right number of people in the right place with the skills to accomplish MoDOT's business</li> </ul>
<b>DESIRED OUTCOME</b> <i>What is to be achieved that would benefit the public?</i>	<ul style="list-style-type: none"> <li>Appropriate workforce in place</li> <li>Increased efficiency and productivity in the work force</li> </ul>
<b>OUTCOME MEASURES</b> <i>How will success be measured?</i>	<ul style="list-style-type: none"> <li>Percent of staffing needs met</li> <li>Percent of work plans accomplished</li> <li>Cost benefit ratio between outsourcing and in-house</li> </ul>
<b>STRATEGIES</b> <i>How will the goal be accomplished?</i>	<ul style="list-style-type: none"> <li>Identify total staffing needs</li> <li>Manage vacancies as an opportunity to get the right people in the right places</li> <li>Identify retention, promotion and recruitment problems and fix those that MoDOT can</li> </ul>

**ISSUE** **EFFECTIVE WORKFORCE**

STATEMENT	Provide an effective workforce
<b>GOAL 4</b> <i>In what direction does the agency want to be headed?</i>	<ul style="list-style-type: none"> <li>▪ Implement performance management in fiscal year 2001</li> </ul>
<b>DESIRED OUTCOME</b> <i>What is to be achieved that would benefit the public?</i>	<ul style="list-style-type: none"> <li>▪ Every employee understands what is expected of them</li> <li>▪ Increased recognition and accountability</li> </ul>
<b>OUTCOME MEASURES</b> <i>How will success be measured?</i>	<ul style="list-style-type: none"> <li>▪ Number of employees with current performance management plan</li> <li>▪ Number of employees who understand their job expectations</li> <li>▪ Percent of work plans accomplished</li> </ul>
<b>STRATEGIES</b> <i>How will the goal be accomplished?</i>	<ul style="list-style-type: none"> <li>▪ DMT will define the performance management process for MoDOT. Implementation will be an expectation and not an option</li> <li>▪ Director will submit his performance management plan to commission</li> <li>▪ DMT members will finalize their individual performance management plans</li> <li>▪ DMT members will implement the performance management process with their direct reports</li> </ul>

# Strategic Plan Terminology

***Goal - In what direction does the agency want to be headed?*** Generalized, directional statement of an intended purpose (i.e., to improve, increase, maintain, decrease, provide). Goals are qualitative and usually not quantified; may or may not be achievable.

***Mission*** - A statement of the agency's purpose and reason for being.

***Outcomes Desired - What is to be achieved?*** Results or benefits to be achieved for the customer and from which a level of quality, effectiveness and/or success can be determined.

***Outcome Measures - How will success be measured?*** Quantifiable information that indicates the degree to which an agency is achieving its desired outcomes during the planning period. Outcome measures are measures of effectiveness or progress.

***Strategic Issues*** - Issues of department-wide or statewide significance. Opportunities, problems, factors, trends, etc. that have overarching significance to the citizens of the state of Missouri and the department. Internal or external challenges to the organization's mission, direction, policies, way of doing business or culture.

***Strategic Planning*** - A high-level planning process for envisioning the future (usually three- to five-year time frame) and determining the necessary pathways to achieving that future.

***Strategies - How will the goal be accomplished?*** Actions to be taken to achieve the goals.

***Values*** - The principles of the organization -- what it stands for and believes in.

***Vision*** - Description of the ideal, future state of the organization or program.



# Glossary

*(This page is still under development. Not all of the definitions have been approved at this time for inclusion in MoDOT's dictionary, however, they may provide a better understanding of the terms used in this document.)*

***Breakthrough Teams*** – Used in 1995 to develop new and streamlined processes in the areas of Budget Management, Plan Scoping, Project Development, Employee Development and Operations. Each of these teams was composed of between six and seven members and each had a facilitator. Members and facilitators worked full time on these teams over a four to six month period. The foundation of their work used the process of breakthrough thinking as detailed in the book “Breakthrough Thinking” by Nadler and Hibino. The work performed by these teams made vast improvements in the way MoDOT now performs Budget Management, Plan Scoping, Project Development, Employee Development and Operations.

***Budget Reporting and Analysis Support System (BRASS)*** – The Budget Reporting and Analysis Support System is part of the department's Financial Management System (FMS) that will allow the department to prepare performance-based, full-cost budgets.

***Business Plan*** - The purpose of a business plan is to provide guidance for decision-making and for day-to-day operations. A business plan is not a document for just managers; it is for every MoDOT employee. This is the “blueprint” from which we need to work.

***Commercial Vehicle Operations (CVO)*** – Set of activities that are developed to create an environment that promotes a safety and efficient motor carrier system in Missouri. This includes enforcement, registration and compliance activities through the exchange of information to administer and enforce the laws relating to all commercial motor vehicle activities with efficiency and fairness. These activities require multi-agency involvement.

***Commission on Productivity and Management (COMAP)*** – Various task forces implemented for the executive branch of Missouri state government to promote efficiency in state government. Key areas are developing an effective workforce and efficient operations in government services and products. A product of COMAP is the Ad Hoc Task Force on Total Compensation. This group makes pay and employee benefit recommendations for the purpose of hiring and retaining a qualified workforce in state government.

***Commitment*** – Pledge by the Missouri Highways and Transportation Commission.

***Condition Rating*** - A measure of what shape the transportation facility is in.

\* Pavement Condition Ratings - Very good (5), Good (4), Fair (3), Poor (2), Very poor (1)

\* Bridge Condition Ratings - Excellent (9), Good (8-7), Fair (6), Poor (5-4), Very poor (3), Closed (2-1)

***Coordinated Effort*** – The means in which internal and external work groups collaboratively work together or in conjunction with one another so products/services are not duplicated, products/services are reviewed by all affected work groups and the end product/service is delivered in an efficient and effective manner.

***Customer*** - People or organizations that receive and use the products and services of an agency or program.

***Design-Build*** – Project delivery method that combines the design and construction responsibility for a project into one contract between MoDOT and the Design Builder.

***Director's Management Team (DMT)*** – Department director, chief engineer, chief operating officer, director of operations, director of administrative services, chief financial officer, director of planning, director of project development, inspector general, director of public affairs, chief counsel and director of governmental affairs.

***Emerging needs*** – New demands for resources not previously planned, resulting from major unforeseen growth in an activity, changes in the work environment or new initiatives.

***Fiscal Year (FY)*** – The State of Missouri's 12-month period beginning July 1 and ending June 30, on which appropriation cycles are based.

***Gateway Guide*** – The intelligent transportation system program in the St. Louis metropolitan area. This program is being developed to provide traffic management and traveler information for the St. Louis area. Traffic management is the application of technology coupled with coordination between emergency services, transit and other transportation services to provide efficient traffic flow on Missouri highways.

***Impact Fees*** - Monies collected from commercial and other interests to offset costs incurred by MoDOT as a result of additional demands placed on the transportation system.



***Incident Management*** – The detection and verification of incidents, including but not limited to, accidents, stalled vehicles and vehicles that block traffic. Also includes implementation of appropriate actions to clear an incident-related obstruction.

***Intelligent Transportation System (ITS)*** – The use of technology and communications to provide a safer and more efficient transportation system.

***Kansas City Scout*** – The intelligent transportation system in the Kansas City metropolitan area. This program is a partnership between MoDOT and the Kansas Department of Transportation to provide traffic management and traveler information for the Kansas City area. Traffic management is the application of technology coupled with coordination between emergency services, transit and other transportation services to provide efficient traffic flow on Missouri highways.

***Level of Service*** – A qualitative measure describing operational conditions within a traffic stream, generally described in terms of such factors as speed and travel time, freedom to maneuver, traffic interruptions, comfort and convenience, and safety.

***Load-limited*** - Condition that restricts vehicles over a certain weight to safely cross the transportation facility.

***Long-Range Transportation Plan (LRTP)*** –Establishes a direction for investing in Missouri's transportation system, includes a comprehensive assessment of the state's existing system and its needs, develops standards and establishes ways to identify and prioritize improvements and anticipates the transportation system's needs over at least the next 20 years.

***Maintenance Vision 2000*** – Document developed to set the direction and priorities for MoDOT's maintenance and traffic operations. It includes an evaluation of needs (labor and cash) for the department's maintenance functions.

***Mid-range Plan*** - Schedule and plans for projects that are between five and 10 years in the future.

***MoDOT's Priorities*** – Issues, products and services that are of significant importance to the agency. (MoDOT's priorities are determined by the efforts of the Long-Range Transportation Plan and the Strategic Plan).

***National Highway System (NHS)*** - A federally designated system of transportation routes of national importance. Of the 32,000+ miles on the Missouri state system, approximately 4,500 miles are designated on the NHS. (See attached map)

***Off-system*** - Generally refers to city and county transportation facilities outside of MoDOT's authority.

***On Time*** – A STIP project is on time when it is awarded within the quarter of the current state fiscal year that was approved by the Commission.

***OSHA Lost Time Accident Rate*** – The number of lost time accidents times 200,000 divided by the total hours worked during the year. A lost time accident is defined as those accidents where an employee misses one or more days from work as a result of an accident.

***OSHA Medical Accident Rate*** – The number of medical accidents times 200,000 divided by the total hours worked during the year. A medical accident is defined as those accidents where an employee seeks medical treatment as a result of a work related accident but does not miss one or more days from work because of the accident.

***Pavement Marking Management System*** – A system that was developed to monitor the pavement markings that are placed along the pavement of Missouri highways. This system will provide data that can be used to track the retro reflectivity and service life of MoDOT pavement markings. It will provide a tool to better manage MoDOT pavement marking resources.

***Performance Management Plan*** – An individual plan developed with each MoDOT employee and his/her supervisor to determine yearly outcomes/results desired and tasks to accomplish these outcomes/results by the employee. The plan also documents how outcomes will be measured and the standards for considering if the employee needs improvement, meets expectations or exceeds expectations. Employee will be able to self assess his/her performance results and supervisors will provide positive reinforcement of successes achieved.

***Potentially Affected Interests*** - A term used in MoDOT's public involvement process to identify and target individuals and groups that may be impacted by transportation decisions.

***Preventive Maintenance*** – As it relates to highways and bridges, the planned, proactive and often cyclical location-specific activities that are performed on the good or better components of the system to keep them in that condition as long as possible; activities might be contracted or performed by MoDOT forces.

***Project Delivery Process*** - All of the steps and sub-processes between identify need and open to traffic.



***Project Development Resources*** – Resources of the right of way, bridge and design business units.

***Projects*** – An improvement to the state transportation system.

***Raised Pavement Marker Program*** – A program developed to place snowplowable raised pavement markers along centerline and at interchanges along the Missouri interstate system. Raised pavement markers are reflective equipment placed in the pavement that provides a reflective guidance to Missouri motorists.

***Restricted bridges*** - Bridges that are not tall or wide enough to carry normal traffic.

***Road Safety Audit Process*** – A review of a road segment at any stage of design, construction, or in place, by a group of safety experts with the purpose of identifying any potential safety concerns.

***Roadway*** - Driving lanes plus shoulders.

***Roadway Weather Information System (RWIS)*** – A collection of atmospheric equipment at a site along roadside to determine what is occurring atmospherically and at the pavement surface from a remote site. A collection of these sites make up an RWIS network, which collect data that can be used to better determine what the pavement surface is doing and deploy maintenance personnel in winter operations to provide appropriate anti-icing techniques. Some sites also include traffic data collection equipment.

***Safe Work Practices*** – All safety policies, procedures, rules, regulations, practices, attitudes, behaviors and processes that work together to prevent work related injuries and illnesses. They also include safe and clean work facilities, safe tools and equipment used correctly and the proper use of personal protective equipment (PPE).

***Standards*** - Parameters established for the measure of quantity, weight, value, or quality. MoDOT uses standards that are established by the Manual of Uniform Traffic Control Devices (MUTCD).

***Statewide Transportation Improvement Program (STIP)*** - Compilation of all federally funded transportation projects in Missouri. MoDOT manages a 5-Year STIP that is updated annually.

***Strategic Plan*** – A high-level plan for envisioning the future (usually three-to five-year time frame) and determining the necessary pathways to achieving that future.

***System Operation*** – Activities intended to provide a safe and enjoyable total driving experience. System operation typically includes mowing, signing, signals, striping, sweeping, roadside work and emergency response.

***Ten-Mile Rule*** – A Missouri statute that requires MoDOT projects to be no longer than ten miles in length, if requested by the contracting industry.

***Total Driving Experience*** – What the traveling public experiences as they travel down the road. It includes safety, aesthetics and comfort.

***Transportation Research Activities Center (TRAC) Program*** – A national program coordinated by the American Association of State Highway and Transportation Officials (AASHTO). MoDOT is a member state, contributing to the cost of the program. The Human Resources functional unit coordinates TRAC. The program uses state MoDOT volunteers from all ten districts that are graduate engineers. These volunteers work with middle school and high school teachers and students in the classroom to illustrate problem-solving models related to engineering. Students are mentored regarding careers in engineering with the goal of increasing interest in transportation engineering. Emphasis is placed on minority and women students but is not exclusive to these students.

***Value Engineering*** – The systematic application of recognized techniques by a multi-disciplined team to identify the function of a product or service, establish a worth for that function, generate alternatives through the use of creative thinking, and provide the needed functions to accomplish the original purpose of the project, reliably, and at the lowest life-cycle cost without sacrificing safety, necessary quality and environmental attributes of the project.

***Work Plan*** – A plan which details tasks/actions to achieve the goals in MoDOT's business plan.